

ROBERT G. BEAUCHEMIN

MY PURPOSE

Create value for shareholders, strong alliances with customers and partners, and an exciting workplace for employees.

SUMMARY OF QUALIFICATIONS

Over 30 years of experience, leading sub-million to \$250M revenue organizations. Accumulated a strong hands-on experience in leadership, sales, strategic alliances, marketing, technology, disciplined processes, execution and project management. In collaboration with the Senior Leadership Team (including the Board of directors), spearheads the creation of the company's vision, the establishment of its long-term objectives, and the definition of core strategies to achieve the objectives. Provides leadership to the whole organization and develops empowered and aligned leaders to execute the strategies. Hires and develops the necessary competencies throughout the organization, so to turn future goals into reality. Leads sales. Establishes Sales Governance and Strategic Alliances driving hyper-growth. Keeps the organization flat, controls spending, and leverages technology to make organizations more market-driven, nimble, and responsive to change.

Strengths:

Corporate Governance	Product marketing and Product management
Ability to create the big picture	Eye for talent, Organizational development and Team building
Strategic and Operation planning	Disciplined Processes/Projects/Technology management
Positioning organizations for growth	Managing growth and downsizing
Sales governance and Sales execution	Fluent in English and French
Go-To-Market, Marketing and Strategic Alliance development	Public speaking & Industry analyst relations

PROFESSIONAL EXPERIENCE

Served as Chairman of MEI Group and of SET Technologies, and as director of ID Group, CNC Global and Polyplan Technologies. Served on the Board of Sirit (TSX: SI), a leading designer, developer and manufacturer of Radio Frequency Identification (RFID) technology, and sat on its Governance and Nominating committee, as well as its Investment committee [acquired by Federal Signal in March 2010]. Also serves on the Dean's Advisory Council for the Ted Rogers Schools of Management at Ryerson University and an Executive Coach at the Innovation Synergy Center in Markham (www.ISCM.ca).

RGB GLOBAL MANAGEMENT CONSULTING [[WWW.RGBGLOBAL.COM](http://www.RGBGLOBAL.COM)]

2005 – PRESENT

Provides strategic planning services to small, medium and large organizations, assisting them to rethink their vision, strategies, operational models, go-to-market strategies and implement changes, including business process reengineering. Developed the Executive4sights leadership framework that helps executive create cohesiveness and coherency, and deliver results.

POLYPLAN TECHNOLOGIES INC. [ACQUIRED BY PARAMETRIC TECHNOLOGY CORPORATION (PTC)]

2002 – 2005

A very early stage company challenged by the transition from a technology culture, Polyplan Technologies was a thought leader in Manufacturing Process Management (MPM), a key element in any PLM strategy, and offered an innovative software solution fostering concurrent and collaborative product development thus reducing errors between engineering and manufacturing. Recruited to take over from the founder, instil a sales culture and sell the company.

President & Chief Executive Officer

Recruited to do a technology evaluation as the company was running out of cash, and had no sales prospects. Made recommendations to the Board and joined as a Director in July 2002. Raise capital in order to attract a new, sales orientated CEO to replace the founder and transform the company from a technology company to a sales and marketing organization. Took on the position of President and CEO.

- Raised \$5M from November 1 to December 24, 2002 and negotiated the Unanimous Shareholders agreement.
- Documented the company's core values, core competencies, vision, mission, strategies
- Defined the company's target market and typical client
- Clarified the value proposition, Redefined the companies key messages, re-did the company collaterals
- Hired experienced Sales and Services executives & rebuilt sales and service teams
- Created subsidiaries in Germany and the US
- Created and implemented a sales management methodology and application implementation methodology
- Created a formal Software License and Maintenance Agreement and Signed a major contract with Bombardier Transportation
- Created strategic partnerships with PTC, UGS, Dassault, Oracle and SAP, amongst others
- Signed a reseller & implementation Agreement with Siemens
- Built a real \$15M pipeline, including Rolex and Alstom Transport, each with €2.5M orders
- Sold the company to Boston based PTC for above market revenue multiples

CNC Global was a \$150M/year staffing firm, with 150 employees, 1500 consultants and 12 offices in North America. CNC Global was acquired by Vedor and renamed Sapphire Technologies. Recruited to take over from the founder and take the company into more growth.

President & Chief Executive Officer

- Completed the Board of Director's composition with 2 senior external directors.
- Established the Company's Core Values, Core Competencies, Vision, Mission and long-term and short-term Strategies.
- Amalgamated several legal entities into a single entity, flatten the organization, raised the level senior management skills and accountability and eliminated redundancies.
- Established formal governance and structured communications, including, Strategic Planning, Operations Reviews, Monthly Reports, One-on-One Executive meetings, Performance Reviews and a Board of Directors Extranet containing Weekly Key Performance Indicators.
- Transformed the Corporate image from that of a Candidate Portal to that of a Human Capital Solutions Company; established a Solutions Provider and Partnering mentality; created a compelling Value Proposition; implemented high-velocity email capabilities; and transformed the organizational model to adapt to new strategies.
- Established a structured Compensation model, a Procurement process, Human Resources processes and a CapEx ROI approval process.
- Revamped Internal Systems and Technology Platforms and initiated Business Process Simplification initiatives.
- Spearheaded the development of CONNECT, a CRM/Applicant Tracking System integrating recruitment with enhanced online options for customers, and submitted its candidacy for a Canadian Information Productivity Award.
- Set in motion the initiative to become one of Canada's Best Managed Companies.
- Eliminated over 100 positions including several senior executive positions and reducing SG&A annual run-rate by \$8.2M.
- Maintained EBITDA of 4% through industry's toughest period in the last 20 years.
- Initiated M&A discussions with 20+ organizations, prepared 2 term-sheets and received an offer from a suitor.
- Researched private placement firms for equity placements and started the renegotiation of the company's senior debt.

J.D. Edwards [acquired by PeopleSoft, itself acquired by Oracle] was the fourth largest Enterprise Software provider and has revenue of \$100M/year and 150 employees in Canada. Hired to clean-up and re-energise the organization in Canada.

Vice-President and General Manager

- Fixed organizational problems that had been lingering for years, implemented proper sales management and streamlined the organization, including staff reductions.
- Participated in Long Range Planning of the Corporation and established a Mid-Range Plan for the Canadian Subsidiary.
- Instrumental in landing several of the largest contracts in J.D Edwards Canada history.

SAP is the world leader in Enterprise Software. Hired as a Sales Executive in the early days of SAP Canada, and contributed to its growth over a five year period.

President

July 1997 – December 1998

- Established a 3-year vision, clarified the company's mission, defined the strategies and the annual business plans.
- Reorganized SAP Canada from a pure geographic model to an Industry/Geographic hybrid model, including Manufacturing, Distribution, Retail, Telco & Energy, Public Sector, Financial and Healthcare Units.
- Reshaped the marketing and the strategic alliance groups.
- Ensured SAP's external visibility by speaking at numerous conferences and doing quarterly press and analyst tours. Obtained significant number of positive press articles and analyst reports.
- Established a wide network of contacts at the customer senior executive levels as well as within the high-tech industry in Canada.
- Instituted frequent internal communication forums for the organization.
- Established structure performance reviews and career development programs.
- Founded SAP Labs (Canada), a new Montreal-based Development facility part of SAP's Worldwide R&D operations.
- Instrumental in closing SAP Canada's largest transaction worth \$30M.
- Achieved revenues of \$195M and staffing level of 349 in FY 1997.
- Achieved estimated revenue of \$250M and staffing level of 560 in FY1998.

Vice-President Operations

March 1996 – July 1997

- Responsible for all Sales and consulting services functions across Canada, except Finance, Legal, Human Resources and Marketing.
- Prepared the 1997 Business plan. Monitored operations. Motivated personnel. Engaged the whole organization in setting aggressive goals (known as BHAGs within SAP Canada - Big Hairy Audacious Goals).
- Instrumental in closing one of SAP Canada's largest transactions worth \$25M.
- Achieved FY1996 revenue of \$109M and staffing level of 200.

District Director – Quebec & Atlantic Canada**January 1995 – March 1996**

- Had P&L responsibility for the region, including sales, consulting and administration with revenue Target of \$12.7M. Achieved \$15.7M in revenue. Staffing grew to 35 people. Expanded the office from 7,000 to 20,000 square feet.
- Instrumental in closing SAP Canada's largest transaction worth \$12M.
- SAP Canada revenue for 1995 was \$65M and total personnel were 130.

District Manager - Quebec & Atlantic Canada**January 1994 – December 1994**

- Responsibility for sales with District Quota of \$4.3M. Achieved \$6.7M. Hired 2 account executives, 3 presales consultants and 8 consulting personnel. Opened the Montreal office, hired a Public Relation firm, and established strong presence in the media.
- SAP Canada revenue for 1994 was \$38M and total personnel were 104.

Account Executive – SAP Montreal**August 1993 – December 1994**

- Converted a dissatisfied customer into a reference account and signed \$1.2M of new business with them. Sold several new customers, including a \$4.0M contract. Provided a support structure to other existing customers.
- Built the Montreal infrastructure. Developed of a 7,000 square-foot Montreal Office, including facility search, lease negotiation, office design coordination, contract procurement coordination, etc.
- SAP Canada revenue for 1993 was \$16M and total personnel were 48.

PRIME COMPUTER/COMPUTERVISION [ACQUIRED BY PARAMETRIC TECHNOLOGY CORPORATION (PTC)] 1991 – 1992

Recruited at Prime by the former President of Sperry Canada to run the Eastern Canada region.

Regional Manager

- Responsible for managing sales in the Quebec & Ottawa Region for both the Computer Business Unit and the ComputerVision Business Unit. Total staff was 25, including sales, presales, consulting and administration. The total operating budget was \$35M.
- Co-managed Prime Computer Canadian downsizing and restructuring which resulted in shifting the direct sales organization in favour of an indirect sales model.

UNISYS**1973 – 1991**

Unisys (result of the merger Burroughs and Sperry) was the second world leader in large scale computer systems. Started my career with Sperry Univac, spent nearly 19 years occupying various roles, from very technical (ranging from programming to project management) to sales and management.

Sales**April 1982 – February 1991**

- Occupied increasingly more senior positions from Sales Representatives, to Senior Sales Representative, to Account Executive. Sales during this period were in excess of \$20M. Participated in Top Achievers' Club 7 times.
- Last assignment was to promote Unisys' Airline software to Air Canada and to manage the Air Canada account with a Team of 20 people in marketing, consulting and administration.
- On day of departure, honoured with the first ACE award; for Achievement, Cooperation and Excellence.

EDUCATION

Real education is an ongoing process where formal tutoring mingles with practical experience to produce valuable lessons.

- Read tens of business books including, amongst favourites, Built to Last, Good to Great, Leading Change, The Innovator's dilemma and The Innovator's Solution, Who moved my cheese, Crossing the Chasm, Inside the Tornado, The Gorilla Game and Living on the Fault Line, and Blue Ocean strategy.
- Have engaged in over 20 personal development courses and seminars over my career.
- Computer Science degree at de Maisonneuve College.

ASSOCIATIONS & HOBBIES

Have made many appearances on national and local television programs in Montreal and Toronto, sharing my views on technology, sales and management practices. Served as keynote speaker at Canadian Information Processing Society (CIPS) national tele-broadcasts and have spoken at dozens of forums and to audiences with more than 1,000 people. Past member and sat on the Board of Governors of the Information Technology Association of Canada (ITAC) and of the Innovators' Alliance. Also a past member of the Canadian Roundtable on e-Business Acceleration.

Extra-curriculum activities include:

- Working and Learning.
- Serving on the Dean's Advisory Council for the Ted Rogers Schools of Management at Ryerson University.
- Coaching start-ups with the Innovation and Synergy Center of Markham (www.ISCM.ca).
- Blogging on www.Executive4sight.com and contributed to www.DangleTech.com.
- Reading Business Books.
- Investigating Technologies.
- Golf, Downhill Skiing on occasions.